

CONTRACTING 21

DRAFT



1998 Business Plan

Air Force Vision:

Air Force people
building the
world's most
respected Air and
Space Force....
Global Power and
Reach for
America



Best viewed with View/Continuous-Facing
Pages and with Bookmarks active.

Questions regarding this DRAFT should be
directed to Major Al Riba at (703) 588-7018
or E-mail at ribaa@af.pentagon.mil



Contents

1. Overview
 2. Contracting Team
 3. Environment
 4. Key Result Areas
 5. Mission Area Champions (MAC)
 6. Revolutionizing Air Force
Contracting
 7. Goals
- 

Our Values

The Air Force values are part of this plan. Our vision can only exist for an organization where all employees accept and support certain principles as the foundation for their work. Our values are reflected in these commitments:

Integrity First

Service Before Self

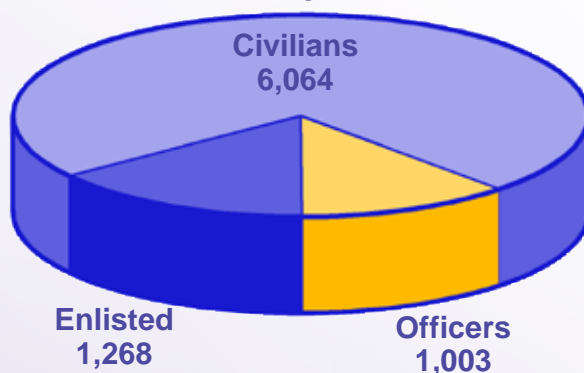
Excellence In all We Do



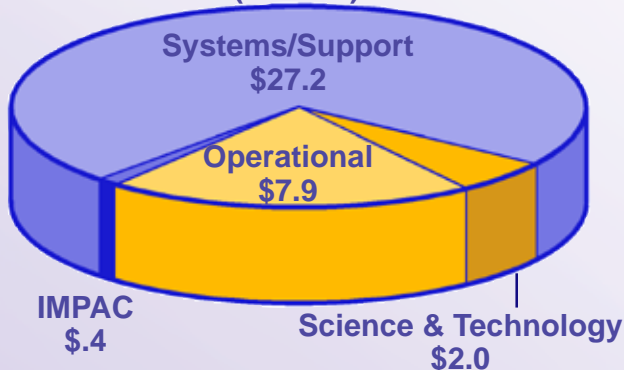
Contracting Team

Air Force Contracting is a team of over 8,300 dedicated officers, enlisted personnel, and civilians (including foreign nationals) who work within seven distinct mission areas: Operational Contracting (OC), Contingency Contracting (CC), Non-appropriated Contracting (NAC), Contract Administration Services (CAS), Research and Development (R&D) Contracting,

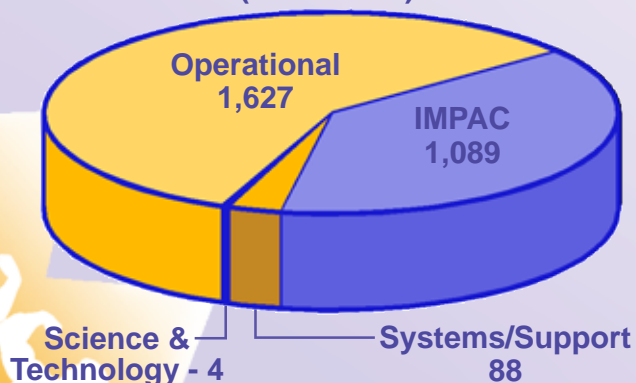
Air Force Contracting Work Force FY97



Air Force Contracting Dollars - FY 97 (billions)



Air Force Contracting Actions - FY 97 (thousands)



Sustainment Contracting (SSC), and Systems Contracting (SC). Our team is committed to customer support and technical excellence. Our talented people work at 105 installations, including Air Force Reserve, throughout the United States and 20 foreign countries. Not only are we crucial in the development and production of new weapon systems, we are also instrumental in their fielding. Additionally, we play a critical Contingency Contracting role when we deploy side-by-side with warfighters throughout the world. We are among the first in and the last out of deployment theaters. In fact, in 1997, 41 Officers and 210 NCOs deployed for over 13,000 mandays, to over 65 locations, including Kuwait, Egypt, Haiti, Iraq, Turkey, Slovakia, Sarajevo, and the Congo. We have broad responsibilities (complex systems, logistics, science & technology, and installation support), having placed over 2.8 million contract actions involving over \$37 billion during FY97. The Air Force Contracting Team is composed of secretaries, procurement assistants, purchasing agents, cost and price analysts, contract negotiators and buyers, procurement analysts, contract specialists, contracting officers, contract administrators, small business specialists, competition advocates, supervisors, superintendents, industrial specialists, labor advisors, and commanders—all making valuable contributions to the warfighter!

Air Force Work Force By Command

MAJCOM	Officers	Enlisted	Civilians	Total
AFMC	412	222	3571	4205
AETC	66	326	414	806
AMC	51	71	347	469
ACC	96	207	332	635
PACAF	28	164	109	301
USAFE	32	99	48	179
USFA	3	4	56	63
AFSOC	0	18	0	18
SAF/AQC	21	0	27	48
AFSPC	48	101	359	508
11 WG	6	20	54	80
Other*	240	36	292	568
AFRES	0	0	136	136
AIA	0	0	34	34
CPMC	0	0	285	285
Total	1003	1268	6064	8335

Environment

Acquisition Reform has created significant changes in the way, as well as the environment in which, the Federal Government conducts business. Our role has changed from one of risk minimization to one of risk management. Congress has paved the way for streamlining the acquisition system to cut red tape, costs, and cycle times and to improve mission support. Use of the Government Purchase

Card has transferred micropurchase workload away from our buying centers to over 30,000 card holders assigned throughout the Air Force at the organizational level. Increased use of commercial practices and expanded use of best-value techniques and past performance in selecting contractors now enables us to operate more like a business to better support our customers. Several major environment issues which impact Air Force Contracting were considered in developing this plan. These include:



- DoD's goal to achieve paperless contracting by January 2000
- Continued DoD downsizing, as reflected by OSD commitments to reduce end-strengths by the end of FY 2000, as well as continuing Congressional pressure
- The increased need to proactively manage accession, attrition, and training of personnel
- DoD's commitment to outsource work currently performed by Government employees, which will increase contracting workload and change our organizational structure
- Continued emphasis on Acquisition Reform, which will drive more process streamlining, re-engineering, and re-invention
- Continued evolution of information technology, which will drive re-engineering of DoD and AF contracting processes
- Demands for increased performance with reduced costs, which will be a primary driver for the Air Force acquisition community
- Slow/no growth budgets and competing priorities, which will create major pressure to reduce costs and will limit new starts of major weapon system acquisitions
- The continued expansion of the Government Purchase Card, electronic commerce and other micro-purchase tools
- DoD's commitment to support socio-economic programs





Paradigm Shift

Old Paradigm:

Budget Driven
Specification Based
In-House
Government Owned
Internal Controls
Oversight
Management Run
Contracts Manager
Independent
Individual
MAJCOM
Stove Pipe
Paper Based
Purchase Orders

Future Paradigm:

Cost Driven
Performance Based
Outsource
Privatize
Performance Measures
Insight
Empowerment
Business Advisor
Integrated
Team
Mission Area
Multi-disciplinary
Paperless
Electronic Buying

Corporately, We Believe that We Must Create an Environment that Fosters and Encourages Change - - Our Future Depends on us Being Better with Fewer Resources

LEAP³S

LEADERSHIP
PEOPLE
PROCESSES
PRODUCTS
SERVICE

Key Result Areas

You will find five recurring themes, or Key Result Areas, in our mission statement, goals, strategies and management framework. They are functional threads that weave their way through the plan and form the basis for our management style and organizational approach, our policy and process initiatives, and our execution concept and philosophy.

Leadership

Leadership is the foundation of **CONTRACTING 21**. Strong leadership is essential to fulfill our intent to be a center of excellence. Leadership facilitates our operating mode to ensure we embrace change and move at the pace necessary to meet our goals. Teamwork and collective

Performance Results

OBJECTIVES						
KEY RESULT AREAS						
	LEADERSHIP	People	Processes	Products	Service	LEAP ³ S
1.1 Develop our People	X	X				X
1.2 Provide Performance Enhancing Tools to our Work Force		X	X			X
1.3 Establish Aggressive Communication Network	X	X				X
2.1 Support Customer - Warfighter Value Added			X	X	X	X
2.2 Become the Business Advisor			X	X	X	X
3.1 Apply Smart Business Practices	X		X	X	X	X
3.2 Buy Commercial			X	X	X	X
3.3 Facilitate Outsourcing & Privatization			X	X	X	X
3.4 Performance Based Service Contracting			X	X	X	X
3.5 Implement Past Performance Practices			X	X	X	X
4.1 Reengineer Air Force Contracting Information System			X		X	X
4.2 Leverage the Internet			X	X	X	X
4.3 Paperless 2000			X	X		X



action help the leadership team set vision, strategies, objectives, priorities, and internal processes. It is up to us to foster an environment that inspires trust, teamwork, pride, and steadfast commitment to support the warfighter. Leadership fosters a commitment to customers, employees, and

to the American people whose National defense depends, in part, upon Air Force Contracting. Leadership is energy and enthusiasm that sparks the work force to want to make a difference.

People

Our ability to follow through on contracting initiatives comes down to the capabilities and dedication of our professional contracting community. While some Air Force disciplines have sophisticated equipment, extensive facilities, or capital to help accomplish their mission, in the contracting career field people are by far the single most important resource. Air Force Contracting will be people-focused, not people-intensive. We need a culture of high-energy, competent, self-confident people, attuned to customer expectations and, in turn, highly respected by current and potential customers. The people of Air Force Contracting are a team, working together in a flexible, progressive, and

Contracting Core Competencies

- Negotiation
- Pricing
- Source Selection
- Administration

We apply our Core Competencies to achieve:

Creative Business Advice and Sound Contracting Strategies

Selection of Responsible Contractors to Meet Warfighter Needs

Fair and Reasonable Negotiated Business Arrangements

Administration of Contracts to Ensure Quality, Timeliness, and Fairness

Effective Execution of Public Objectives and Legislation

Prepared and Dependable Contingency Contracting Support for Global Mobility

Information Technology to Enhance Business with Industry





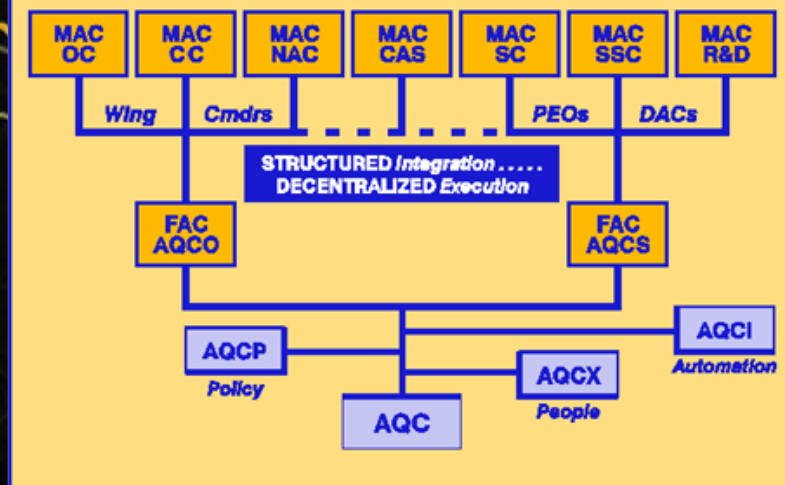
learning environment. Given the challenges we face, only the most talented, motivated professionals will suffice.

It is essential that we strive to make Air Force Contracting a field of excellence. We have a huge responsibility to ensure that we build a work environment that will train, nurture, recognize, and provide career growth opportunities for all of our people. This will be tough, especially in light of the continued pressure to downsize. We must create a bond with our people that is based on caring, mutual respect, mentoring, and discipline. With everyone contributing their part, we can continue to attract and keep the top quality individuals our mission demands.

Processes

Providing best value services and products to our customers is dependent on the quality and effectiveness of our contracting processes. With the Lightning Bolts, we have already begun the re-engineering effort necessary to guide us into the 21st century. But the journey is just beginning. The Office of the Secretary of Defense (Secretary Cohen, Dr Hamre, and Dr Gansler) is calling for a revolution in our business affairs. We have total support from Air Force acquisition leadership (Mr Money, Lt Gen Muellner and Mrs. Druyun) to implement smarter business practices. We have a great opportunity to transform current processes by driving consistent practices throughout mission

Mission Area Champions (MAC)



Full Spectrum Support — A Continuum of Support from Base Services/Supplies to Systems Acquisition



A Forum to Bring Stakeholders Together — a Virtual Organization Communicating, Consensus Building, Committing, Assessing Policy — Unity of Purpose throughout each Mission Area

areas, simplifying our procurement tasks, and improving our contracts. With this opportunity comes a tremendous challenge to ensure our contracting processes, organizations, and tools are effectively re-engineered. We must maintain the concepts that have made us among the best in the Federal contracting work force. Yet we must rapidly adapt to the changed environment we will face in the 21st century. A good example is our goal to achieve paperless contracting by January 2000.

Products

Contracting organizations purchase a wide spectrum of products including our most sophisticated weapon systems, construction and services to operate our installations, utilities, sustainment parts, and day-to-day operating supplies. It is crucial that our performance objectives are on target with the products (supplies and services) our customers require. We must retain the public's confidence while we help our customers perform their mission. Obtaining best value continues to be a key issue and objective in defense contracting. In this context, value has two distinct, but interrelated, aspects. First, we must obtain a fair and reasonable price for the products we buy, given the required quality and delivery schedule. Second, and equally important, we must get what we pay for. Only by doing so will we do our part to ensure the American public continues to benefit from the protection afforded by the world's most capable Air Force.

Service

We are a service community. Our goal is to ensure our customers are supported on time, every time. Everything we do is aimed at supporting some aspect of the Air Force mission. Whether we are buying base services, supplies, spare parts, or major weapon systems, we must keep in mind our responsibility for outstanding service to our customers. We must be responsive and present the right attitude—a positive

attitude! Outstanding service means working closely with each of our customers as their 'business advisors' in order to understand and assist them with their requirements, and to meet their needs with the best possible business solutions. Ensuring top-quality products and services are delivered around the world, where and when required, is an exciting challenge—we must continue to excel!

Mission Area Champions (MAC)

With over 8,300 contracting people at 105 locations, even with the best of plans, we are less effective if we do not establish strong communications with *all* our people—field locations *and* staffs! In addition, we must ensure our MAJCOM and Pentagon staffs better understand, from a mission area perspective, the problems we are asked to solve and the processes we are expected to improve. We must re-engineer and streamline our processes within and across mission areas. We will accomplish this by creating a robust communication network; by effective use of our Air Force, MAJCOM, center, and squadron home pages; and by networking with Mission Area Champions (MAC) from our MAJCOMs for the seven major mission areas in contracting: Operational Contracting (OC), Contingency Contracting (CC), Non-appropriated Contracting (NAC), Contract Administration Services (CAS), Research and Development Contracting (R&D), Sustainment Contracting (SSC), and Systems Contracting (SC). Mission Area Champions will advocate, with and on behalf of all the MAJCOMs, the best process improvements, practices, and problem resolutions within and across mission areas. The accompanying figures on previous page depict the overall Mission Area Champion structure and an example of a typical Mission Area Champion interface.

Revolution in Business Affairs

The Big Rocks

Mission Area Focus

OPR - SAF/AQC

Becoming the Business Advisor

Tasks 2.2.2, 2.2.1; OPR - SAF/AQCX, AFSPC/LGC

IMPAC

Task 3.2.2; OPR - MAJCOM LGCs

Electronic Commerce

Tasks 4.2.1, 4.2.2, 4.2.3, 1.2.3; OPR - SAF/AQCI

Contract Payments (CLINS, IMPAC)

Paperless Contracting (Rqmts to Closeout)

Tasks 4.3.1, 4.3.2; OPR - SAF/AQCI

Reengineering Operational Contracting

Training 2000, Schoolhouse

Task 1.1.6; OPR - SAF/AQCI, Schoolhouse

Commercial Contracting

Tasks 3.2.1, 3.2.2; OPR - MAJCOM LGCs

Outsourcing and Privatization

Task 3.3.1; OPR - SAF/AQCO

Past Performance

Task 3.5.1; OPR - SAF/AQCP, SAF/AQCO

Reengineering Source Selection Process

Task 3.1.2; OPR - SAF/AQCP

Reengineering Services Buying

Tasks 3.4.1, 3.5.2; OPR - SAF/AQCO,
MAJCOM LGCs

Regional/Centralized Contracting

Contract Closeouts

Meaningful Metrics

Task 3.1.4; OPR - SAF/AQC Staff, MAJCOM LGCs

Revolutionizing Air Force Contracting

As our contracting environment is changing, so must our responsibilities to serve our many customers. We need to be their business advisors. We must use our expertise to implement Acquisition Reform by using smart business practices to help squeeze the fat from the ‘logistics tail.’ There is currently too much ‘tail’ and not enough ‘tooth.’ Our military infrastructure is too big and is no longer affordable. At the same time, we are lacking the investment dollars needed for modernization. A revolution in business affairs within Air Force Contracting is essential. Our customers’ ability to respond to future opportunities under tighter fiscal constraints requires that we become more efficient and effective, delivering better contracting products and services to our customers by developing better tools and taking advantage of information technology and the availability of commercial products. We must accomplish all this doing our part to reduce acquisition lead time. To do this, we must identify ‘best practices,’ seek new ways of doing business, and continue to pursue the following targets of opportunity:

We will revolutionize Air Force Contracting and the way we conduct business to more efficiently meet customer needs

We will pursue the acquisition mission and our goals and objectives aggressively by fully adopting acquisition reforms, expanding our role as Air Force Contracting business advisors, and managing risks. We will ensure that our field contracting units and the contracting staff are centers of excellence in their areas of technical expertise, capable of delivering high-quality products and services that meet or exceed our customers’ requirements. We will deliver our contracting products faster and cheaper,

with better contracting results for our customers to satisfy the needs of the Nation. The ability to realize savings, and thereby enable increased opportunities for weapon system acquisition and modernization, is a fundamental goal of our revolution.

We will change the way we work with our contractors

A more cooperative relationship with our contractors will be the cornerstone of our operations. The key word is ‘openness.’ It is important to keep industry informed and involved throughout the requirements definition, acquisition planning, and contracting processes. ‘Openness’ will improve the proposal process. Sharing more information about our needs earlier in the process, and inviting and addressing industry comments and concerns before proposals are requested, shortens proposal preparation and evaluation time. ‘Openness’ will also improve our use of Cost As An Independent Variable (CAIV). CAIV results in better and more comprehensive cost and performance tradeoffs by providing industry with a clear understanding of the trade space involved for each acquisition, which will enable best value contract awards to support our warfighters. At the same time, we will assign a higher level of integration responsibility and accountability to Air Force contractors. By reducing the involvement of Air Force personnel in the details of contractor management and moving them into a contract ‘insight’ role, we will strive to ‘enable’ the aerospace business, not direct it.

We will also use performance-based contracting methods. We will emphasize work statements, specifications, and delivery schedules written around the desired outputs and outcomes of the contract, not around specific processes.

Through these new working relationships with industry, we will create an environment

Strategic Framework for Procurement 21st Century Air Force Contracting



Business Management: g



Outsourcing

Outsourcing through a competitive process is one way to provide support services more efficiently. It is **not** about the elimination of a service or function; it **is** about the most effective procurement of that service or function, through a competition open to both private contractors and government employees.

Privatization

Privatization is a slightly different concept. Rather than holding a competition between public and private sectors, when we privatize we usually “get out of the business,” transferring government assets to the private sector. We give up government oversight of the activity, and rely on the private sector and the market place. Privatization of utilities and military family housing are the hot privatization areas.

O&P's potential impact on our people, our mission, and our Air Force is significant. We must do this right. Smart implementation is absolutely essential to sustaining the world's finest Air and Space Force into the 21st century.

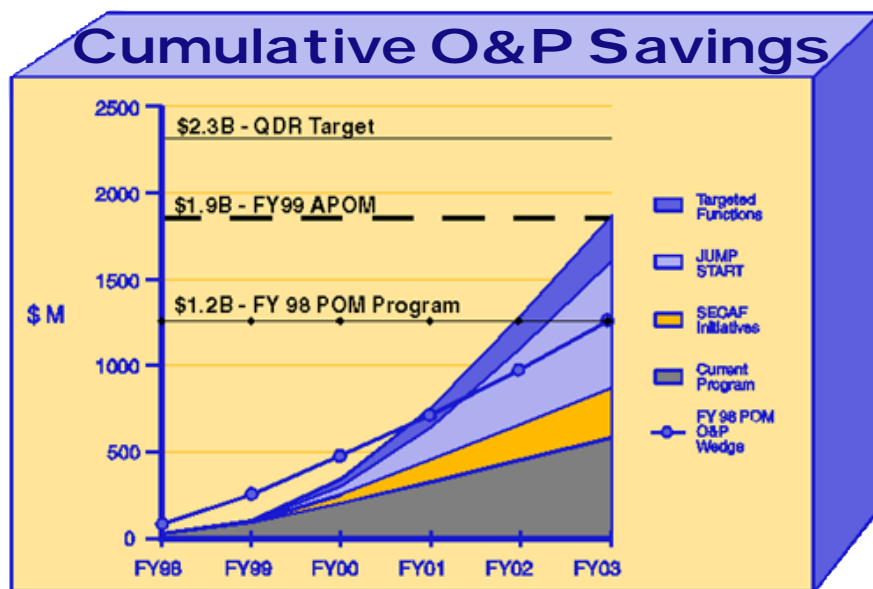
General Michael E. Ryan
Air Force Chief of Staff

in which companies engage in Air Force contracts not simply for immediate profits, but to gain value from the partnership between Government and industry. These improvements in the way we work with our contractors will enhance cooperative efforts with existing contractors as well as encourage more participation by suppliers previously reluctant to pursue Government contracts.

We will continue to execute and improve our processes related to outsourcing and privatization

Outsourcing and privatization are critical elements in achieving the efficiencies necessary to fund modernization of the U.S. forces. Air Force Contracting will play a crucial role as the Air Force continues to examine the feasibility of managing some of our activities through private industry rather than using in-house resources. For example, the housing privatization effort has come through a difficult birthing process, but the pace is accelerating. Decent and affordable housing is crucial to improving the quality of life for Air Force service members and their families. The Air Force currently has a backlog of substandard and inadequate housing. Using strictly MILCON dollars, it would take many years to complete repair and replacement. Instead the Air Force has sought private capital to leverage government dollars, and tap the private sector to build and renovate military housing faster, at lower cost to the taxpayer, and within an affordability range of military service members. Air Force Contracting is a vital member and key business advisor in every housing privatization effort.

Air Force Contracting is also out in front when it comes to a robust outsourcing program, and has documented results. With the challenge of changing the way we align critical resources through outsourcing non-core activities comes the opportunity to use acquisition reform and good business



"Because of a \$1.23 deduction taken in FY 96 from the FY 98 - 2003 POM and another \$1.93 deduction taken from the Air Force from the FY 99 - 2004 POM, you can see that, at best, our Air Force installations could face significant shortfalls from FY 98 through FY 2000. If the O&P savings do not come as projected in this chart, installation budget shortfalls could be even more significant. Question becomes, in either scenario, what can you do now to help out your commander with his current and expected budget shortfalls. The answer is to revolution our business affairs!"

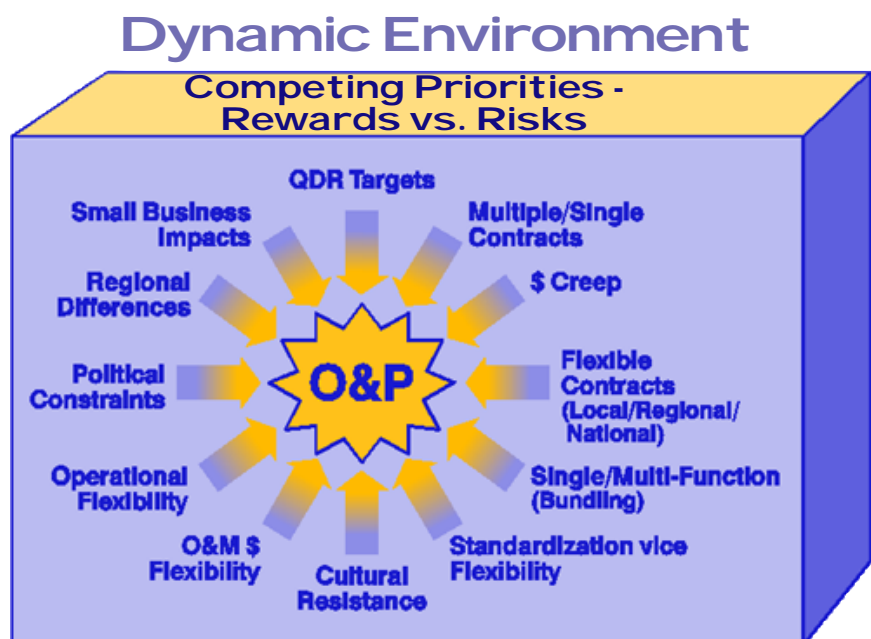
practices. Along with the DoD mandate to outsource when it makes good business sense comes the responsibility of Air Force Contracting to help lead the way with solid, service-oriented processes.

We will continue to work to change regulations so that we can work smarter

We will continue to expand our efforts to influence regulatory changes to ease the transition to a new way of doing business. We will reduce internal regulation and policy documentation substantially (both number of documents and number of pages). We will continue to improve our processes, examine ways to reduce paperwork, and provide incentives to our contractors to be more efficient.

We will deliver on our commitments, be accountable for our contracting actions, and do our part to implement sound business practices throughout Air Force Contracting

We will develop achievable and implementable plans and programs at all levels of Air Force Contracting, with a focus on relevant results for our customers. We will empower employees to perform their jobs and supervisors to manage, while holding all accountable for fulfilling their responsibilities. We will re-invent our processes to ensure planning and deployment are integrally tied to the DoD Goals and the Air Force End-States and Strategic Goals.



Our Goals

Our strategic business plan contains four cross-cutting goals that provide meaning and give life to our five Key Result Areas of Leadership, People, Processes, Products and Service:

GOAL 1: Invest in our People

GOAL 2: Satisfy Customer Needs

GOAL 3: Lead the Revolution in Air Force Business Affairs

GOAL 4: Exploit Emerging Technologies

Goals

Through strong and focused leadership we can achieve these ambitious goals. With your help, Air Force Contracting can proactively influence beneficial outcomes. At the same time, this plan ensures that in areas where we have direct control, management of our processes, data systems, work force and 'mission areas' are efficient and effective. Under each goal, the plan identifies many objectives, supported by specific tasks which Air Force Contracting is pursuing in order to achieve each objective. Where possible, tasks are supported by performance measures (metrics) which appropriately measure status of the desired outcomes. These performance measures (metrics) ensure accountability for results and will provide feedback needed to adjust and improve our operations.

Our Focus is to Facilitate "Customer Responsiveness" - - *The bottom line is..... the 'mission area' focus is not about what we do, its about changing, integrating and improving the process of how we do it!*



Goal 1

Invest in our People

OBJECTIVE 1.1 Develop and maintain a professional work force

Task 1.1.1 - Ensure, as a minimum, 95% of all personnel in Level 3 positions and 85% of all personnel in Level 2 positions, meet the Acquisition Professional Development Program requirements of their positions

Reference: AQ Plan 1.2

Metric: Percentage of professional work force certified in the acquisition professional development program at the appropriate level or higher

Computation: Number of employees in Level 2 positions who are certified Level 2 or higher divided by the number of employees on Level 2 positions (same for Level 3)

Source Data: Data to populate this measure resides in Acquisition Professional Development Program Management Information System (APDP-MIS)

OPR: MAJCOM LGCs

OCR: SAF/AQCX

Suspense: Sep 98

Task 1.1.2 - Ensure at least 90% of the first time Contracting Squadron Commanders complete the squadron commanders course within 6 months on station

Reference: AQ Plan 1.2

Metric: Percent of commanders who complete squadron commanders course within 6 months of arriving on station

Computation: Number of commanders completing the course prior to or within 6 months of arriving on station divided by the number of commanders



Source Data: Data to populate this measure resides at AFPC
 OPR: SAF/AQCO
 OCR: MAJCOM LGCs
 Suspense: Sep 98

Task 1.1.3 - Ensure 70 % of the personnel subject to deployment for contingency operations have completed the DoD contingency contracting course
 Metric: Percent of military by rank and grade/primary skill level, and MAJCOM subject to deployment who complete the DoD contingency contracting course

Computation: Number of military by rank and grade/primary skill level, and MAJCOM subject to deployment who complete the DoD contingency contracting course divided by the number subject to deployment

Source Data: Contingency course records
 OPR: MAJCOM LGCs
 OCR: SAF/AQCO
 Suspense: Sep 98



Task 1.1.4 - Provide a well-defined framework for progression of Air Force civilians into Air Force leadership positions

Reference: Air Force Executive Resources Board Development Panel Strategy; AQ Plan 1.4
 Metric: TBD

OPR: SAF/AQC; Career Programs
 OCR: MAJCOM LGCs
 Suspense: Sep 98

Task 1.1.5 - Provide a well-defined framework for progression of Air Force non-commissioned officers into Air Force leadership positions

Reference: AQ Plan 1.4

Metric: Percent increase in leadership positions created from 30 Sep 97 baseline

Computation: N/A

Source Data: N/A

OPR: SAF/AQCO

OCR: MAJCOM LGCs; Chief, Enlisted Policy

Suspense: Sep 98

Task 1.1.6 - Ensure Lackland 'Schoolhouse Training 2000' program is updated to reflect the automated contracting offices of the 21st Century

Reference: AQ Plan 1

Metric: a) Schoolhouse equipped with new SPS supporting computer hardware/software/infrastructure by Apr 98

b) Additional instructor slot established and filled by Sep 98

c) Automation smart business practices provided to schoolhouse for level 100 and 200 courses



Computation: N/A
Source Data: Schoolhouse
OPR: SAF/AQCI, Schoolhouse
OCR: SAF/AQCX
Suspense: Sep 98

Task 1.1.7 - Ensure the PME courses and study material are updated to reflect current information and the data that will be tested.

Reference: AQ Plan 1.4

Metric: Number of courses updated

Computation: Count

Source Data: Schoolhouse

OPR: Schoolhouse, SAF/AQCO

OCR: SAF/AQCX

Suspense: Sep 98

OBJECTIVE 1.2 Provide performance enhancing tools and training to our work force

Task 1.2.1 - Ensure the contracting work force uses the Air Force Contracting home page to obtain up-to-date training guides, automation and other best practices and other information

Metric: Percent increase in Air Force Contracting home page usage

Computation: Monitor number of home page hits/unique users per month

Source Data: Air Force Contracting home page

OPR: MAJCOM LGCs

OCR: SAF/AQCX

Suspense: Continuous



Task 1.2.2 - Ensure FAR parts in the Air Force Contracting home page tool kit are active with timely, relevant, and accurate information

Metric: Percentage of FAR parts in the Air Force Contracting home page tool kit which are active with timely, relevant, and accurate information

Computation: Number of FAR parts in the Air Force Contracting home page tool kit which are active with timely, relevant, and accurate information divided by the number of existing FAR parts in the Air Force Contracting home page tool kit

Source Data: Data to populate this measure resides in the Air Force Contracting home page

OPR: SAF/AQCX, SAF/AQCP

OCR: MAJCOM LGCs

Suspense: Jun 98

Task 1.2.3 - Develop and publish new electronic commerce/contracting capability guidance

Metric: Number of user manuals or guides developed and published

Computation: Count

Source Data: N/A

OPR: SAF/AQCI

OCR: MAJCOM LGCs

Suspense: Sep 98

OBJECTIVE 1.3 Communicate with our work force

Task 1.3.1 - Share best business practices, processes and policy changes with the field through the Air Force Contracting home page, contracting conferences, and direct interface with our customers

Reference: AQ Plan 1.1

Metric: Satisfaction of MAJCOM/DRU Directors of Contracting and workforce

Computation: Likert scale of 1 to 6

Source Data: E-mail/FAX/Letter/annual survey

OPR: MAJCOM LGCs

OCR: SAF/AQC Staff

Suspense: Continuous

Task 1.3.2 - Publish quarterly Air Force Contracting newsletters to market our successes and aid communication across Air Force Contracting

Reference: AQ Plan 1.1

Metric: Number of newsletters posted to the Air Force Contracting home page each fiscal year

Computation: Count

Source Data: Data to populate this measure resides in SAF/AQCX

OPR: SAF/AQCX

OCR: MAJCOM LGCs, DRUs, SAF/AQC Staff

Suspense: Quarterly

Goal 2

Satisfy Customer Needs

OBJECTIVE 2.1 Meet or exceed our customers' requirements

Task 2.1.1 - Design and implement a 'Smart Business Practices' (SBPs) program in Air Force Contracting

Metric: Number of SBPs developed and fielded

Computation: Count

Source Data: N/A

OPR: SAF/AQCO, SAF/AQCP, SAF/AQCS

OCR: MAJCOM LGCs

Suspense: Sep 98

OBJECTIVE 2.2 Define, establish and advocate the role of the business advisor

Task 2.2.1 - Establish the training and educational requirements needed in order for our people to become better business managers and advisors

Metric: N/A

Computation: N/A

Source Data: N/A

OPR: SAF/AQCX

OCR: MAJCOM LGCs

Suspense: Sep 98

Task 2.2.2 - Define, establish and advocate the business advisor role and concept
Reference: AQ Plan 4.1,4.2
Metric: N/A
Computation: N/A
Source Data: N/A
OPR: AFSPC/LGC
OCR: SAF/AQCX
Suspense: Sep 98

Goal 3

Lead the Revolution in Air Force Business Affairs

OBJECTIVE 3.1 Apply Smart Business Practices

Task 3.1.1 - Contribute to a 25% reduction in acquisition lead (cycle) time by implementing innovative contracting tools associated with the contracting requirements receipt to award process
Reference: DoD Goal 2; AQ Offsite Goal 2 (50%); DoD Goal 1 (25%); AF LRP End State 3
Metric: Average number of days to complete a contracting action over \$25,000 from receipt to award, in each of the mission areas
Computation: Number of actions awarded divided by total number of days from receipt to award
Source Data: Data to populate this measure resides in BCAS, ACPS, AMIS databases
OPR: MAJCOM LGCs
OCR: SAF/AQCI, SAF/AQCP, SAF/AQCO
Suspense: Sep 98

Task 3.1.2 - Publish, test and provide training on AFFARS AA/BB, Source Selection, re-write
Reference: AF LRP End State 5; AF LRP End State 3; AQ Plan 3.1
Metric: Re-write published and tested
Computation: N/A
Source Data: N/A
OPR: SAF/AQCP
OCR: MAJCOM LGCs
Suspense: Sep 98

Task 3.1.3 - Review and improve DD350/1057 process, and baseline and reduce missing DD 350/1057's by 80%
Reference: IT Plan 4.1.3
Metric: Percent decrease of end of month missing DD 350/1057 reports
Computation: Number of missing DD 350/1057 reports divided by total number of reports existing and expected
Source Data: J001, J10 databases
OPR: SAF/AQCI
OCR: MAJCOM LGCs
Suspense: Sep 98



Task 3.1.4 - Define, develop and deploy an initial set of outcome-oriented performance measures which portray performance of our core business processes

Reference: DoD Goal 9; AF Plan 4.2; AQ Plan 3.1, AF LRP End State 5; AF LRP End State 3

Metric: Satisfaction of MAJCOM/DRU Directors of Contracting in the performance measures developed

Computation: Likert scale 1 to 6

Source Data: E-mail/Fax/Letter

OPR: SAF/AQC Staff, MAJCOM LGCs

OCR: N/A

Suspense: Sep 98

Task 3.1.5 - Develop baseline, trend and increase use of streamlined R&D contracting

Reference: AF LRP End State 3; AQ Plan 3.1

Metric: Percentage increase of streamlined R&D contracting actions

Computation: Number of streamlined R&D contracting actions divided by the number of R&D actions

Source Data: Data to populate this measure resides in the DD350 database

OPR: MAJCOM LGCs

OCR: SAF/AQCP

Suspense: Sep 98





Task 3.1.6 - Develop and initiate testing an Activity Based Costing concept for Air Force Contracting

Metric: Concept developed and testing initiated

Computation: N/A

Source Data: N/A

OPR: AFMC/PK

OCR: ASC/PK, MAJCOM LGCs

Suspense: Jan 99

Task 3.1.7 - Develop acquisition policy regarding partnering with industry and publish guidance on appropriate business arrangements

Reference: 31 USC 3302, 10 USC 2471, 10 USC 2208, 10 USC 2553 PL 103-337, 22 USC 2770, 15 USC 3710a and 10 USC 2539b

Metric: Policy developed and guidance published

Computation: N/A

Source Data: N/A

OPR: HQ AFMC/PK

OCR: SAF/AQD

Suspense: Jun 98

OBJECTIVE 3.2 Buy Commercial

Task 3.2.1 - Baseline and increase by 50% the purchase of new commercial items, commodities/services over \$25,000 which are acquired using provisions of FAR Part 12

Reference: AF LRP End State 5, AF LRP End State 3, AQ Plan 3.1

Metric: Percentage increase of commodities and services purchased above \$25,000 which are acquired under the provisions of FAR Part 12

Computation: Number of commodities and services purchased above \$25,000 which are acquired under the provisions of FAR Part 12 divided by the total number bought above \$25,000
Source Data: Data to populate this measure resides in the DD350 database
OPR: MAJCOM LGCs
OCR: SAF/AQCI, SAF/AQCP
Suspense: Sep 99

Task 3.2.2 - Increase IMPAC card usage to purchase 90% or more of all eligible micro-purchases
Reference: DoD Goal 3; AF LRP End State 5, AF LRP End State 3; AQ Plan 3.1
Metric: Percent of eligible micro-purchase actions made using IMPAC
Computation: Number of eligible micro-purchases made with IMPAC divided by the number of eligible micro-purchases
Source Data: Data to populate this measure resides in IMPAC activity reports and the DD 1057 database
OPR: MAJCOM LGCs
OCR: SAF/AQCO
Suspense: Sep 98

OBJECTIVE 3.3 Facilitate Outsourcing and Privatization within the Air Force

Task 3.3.1 - Develop and publish best business practices associated with outsourcing and privatization
Reference: AF LRP End State 5; AF LRP End State 3; AQ Plan 3.1
Metric: O&P best business practices developed and published
Computation: Count
Source Data: AF/XPM reports
OPR: SAF/AQCO
OCR: MAJCOM LGCs
Suspense: Jul 98

OBJECTIVE 3.4 Implement Effective Performance Based Service Contracting Policies and Procedures

Task 3.4.1 - Publish working draft re-write of AFM 64-108 (performance based contracting)
Metric: Re-write published
Computation: N/A
Source Data: N/A
OPR: SAF/AQCO
OCR: MAJCOM LGCs
Suspense: Mar 98



OBJECTIVE 3.5 Implement Effective Past Performance Practices

Task 3.5.1 - Conduct a pilot test of new past performance policies at three sites (Ogden, Wright Patterson, Langley)

Reference: AF LRP End State 5; AF LRP End State 3; AQ Plan 3.1

Metric: Initiate pilot test

Computation: N/A

Source Data: N/A

OPR: SAF/AQCP, SAF/AQCO

OCR: MAJCOM LGCs

Suspense: Sep 98

Task 3.5.2 - Award model service contracts utilizing commercial practices and results-oriented work statements

Reference: AF LRP End State 5; AF LRP End State 3; AQ Plan 3.1

Metric: Initiate 4 test cases

Computation: Count

Source Data: MAJCOM LGCs' feedback

OPR: AETC/LGC, AFSPCOM/LGC, MAJCOM LGCs

OCR: SAF/AQCP, SAF/AQCO

Suspense: Sep 98



Goal 4

Exploit Emerging Technologies

OBJECTIVE 4.1 Reengineer Air Force Contracting Information System business processes to be responsive to business changes

Task 4.1.1 - Develop a deployment schedule and field the Standard Procurement System by fiscal year 2000

Reference: IT Plan 1.2.1

Metric: Deployment milestones met

Computation: N/A

Source Data: N/A

OPR: SAF/AQCI, AFCIS

OCR: MAJCOM LGCs

Suspense: Sep 99

Task 4.1.2 - Develop a plan to ensure current and newly acquired systems are year 2000 compliant

Reference: IT Plan 3.1.1

Metric: Deployment milestones met

Computation: N/A

Source Data: N/A

OPR: AFCIS

OCR: SAF/AQCI, MAJCOM LGCs

Suspense: Sep 98

Task 4.1.3 - Ensure that contracting automation infrastructure requirements are identified and coordinated with MAJCOM LGCs

Reference: IT Plan 3.1.1

Metric: Number of activities with requirements identified

Computation: Count

Source Data: N/A

OPR: AFCIS

OCR: SAF/AQCI, MAJCOM LGCs

Suspense: Apr 98

OBJECTIVE 4.2 Leverage the internet for use of contracting business processes

Task 4.2.1 - Provide contracting personnel with internet based buyer/vendor business transaction capability - solicitation through award

Reference: AF LRP End State 5; AF LRP End State 3; AQ Plan 3.1

Metric: Capability provided

Computation: N/A

Source Data: N/A

OPR: SAF/AQCI

OCR: MAJCOM LGCs

Suspense: Jan 99



Task 4.2.2 - Ensure 50% posting of solicitations over \$100K which can be accessed by industry through a single electronic entry point for industry
Reference: AF LRP End State 5; AF LRP End State 3; AQ Plan 3.2
Metric: Percent of solicitations able to be accessed by industry through a single entry point for industry
Computation: Number of solicitations able to be accessed by industry through a single entry point for industry divided by the number of solicitations
Source Data: Contract Reporting
OPR: MAJCOM LGCs
OCR: SAF/AQCI, SAF/AQCP
Suspense: Jun 99

Task 4.2.3 - Increase electronic posting of solicitations on the CBD-NET with active hyperlinks included which provide complete electronic solicitation capability
Metric: Percentage of synopses over \$25,000 posted on the CBD-NET with hyperlinks
Computation: Number of synopses over \$25,000 posted on the CB-NET with hyperlinks divided by the number over \$25,000 posted
Source Data: Data to populate this measure resides in the Govt Printing Office monthly payment summary report
OPR: SAF/AQCI
OCR: MAJCOM LGCs
Suspense: Sep 98

OBJECTIVE 4.3 Reduce Paper in the Air Force Contracting Environment

Task 4.3.1 - Identify, baseline and eliminate 90% of the Air Force Contracting internal and interface paper reliant processes (e.g. SBSS, JO14, etc.)

Reference: DoD Goal 7; AF LRP End State 5; AF LRP End State 3

Metric: Number of paper reliant processes transformed

Computation: Count

Source Data: N/A

OPR: SAF/AQCI

OCR: MAJCOM LGCs

Suspense: Jan 2000

Task 4.3.2 - Develop an action plan to move to an Air Force paper free contracting environment by Jan 2000

Reference: DoD Goal 7

Metric: Percent decrease of contracting actions accomplished non-electronically

Computation: Number of actions accomplished non-electronically divided by the total number of actions made

Computation: N/A

Source Data: Data to populate this measure resides in the DD1057, DD 350, IMPAC activity reports and the FACNET transaction report

OPR: SAF/AQCI

OCR: MAJCOM LGCs

Suspense: Sep 98

